



GENDER STRATEGY

TRANSFORMING EQUAL OPPORTUNITY, ACCESS AND BENEFITS FOR ALL

The Fairtrade Gender Strategy seeks to attain gender equality and women's empowerment in producer organizations through building women's and girls' power and agency. The strategy aims to deliver a transformative approach to gender mainstreaming in the Fairtrade system.

2016-2020



FAIRTRADE
INTERNATIONAL

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ACRONYMS

CLAC	Coordinadora Latinoamericana y del Caribe de Pequeños Productores y Trabajadores de Comercio Justo – Latin American and Caribbean producer network
CSO	Civil society organization
FI	Fairtrade International
FTA	Fairtrade Africa – African producer network
GAL group	Gender Action and Learning group – Fairtrade International’s coordination team for implementing the Gender Strategy
GOT	Global Operations Team
MEL	Monitoring, Evaluation and Learning
NAPP	Network of Asia and Pacific Producers – Asian and Pacific producer network.
NFO, FMO	National Fairtrade organization, Fairtrade marketing organization. Based both in Global North and South, they aim to build markets and civil society support for Fairtrade.
PN	Producer network
PO	Producer organization. The term ‘producer’ includes smallholder farmers as well as workers.
SGA	Senior Gender Advisor, Fairtrade International
SRP	Strategic Relations and Partnerships
FTAO	Fair Trade Advocacy Office. The FTAO is a joint initiative of Fairtrade International, the World Fair Trade Organization and the World Fair Trade Organization-Europe. FTAO speaks out on behalf of the Fair Trade movement for Fair Trade and Trade Justice with the aim to improve the livelihoods of marginalised producers and workers in the South.

INTRODUCTION

Fairtrade's vision is a world in which all producers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their futures. Although tacitly the term 'producers' encompasses women as well as men, it is not always clear if or how Fairtrade considers gender when developing gender sensitive strategies, policies and operations.¹ In fact, due to its focus on export or 'cash' crops, Fairtrade may even be unintentionally reinforcing existing gender inequalities in the agricultural sector (Smith, 2011).

There are many examples across the Fairtrade system² of good practices adopted in the promotion of gender equality. These are found in producer organizations and in their members' households and communities, particularly in Central America and East Africa; and in small-scale farmer and hired labour organizations.³ However, until now Fairtrade had not followed a systematic and integrated approach to promoting gender equality, including the empowerment of women and girls, among its producers and their communities. This strategy aims to close this gap and set a clear direction and approach for Fairtrade's global work on gender for 2016-2020.

RATIONALE

Women and girls are undeniably key actors in the agricultural sector. Current estimates indicate that women make up around 43 percent of the agricultural labour force in developing countries, ranging from 20 percent in Latin America to around 50 percent in many parts of Africa and south and south east Asia, with wide variations from country to country (Food and Agriculture Organization of the United Nations, 2011). Women's role in agriculture has increased over time for various reasons including migration, conflict and the incidence of HIV/AIDS. However, women have less access to productive resources such as land, inputs, information, credit and technical assistance – resulting in the 'gender gap' in agriculture (Food and Agriculture Organization of the United Nations, 2011). Increasing concerns about food insecurity and how to feed a growing population have renewed the focus on how productivity and overall production could be boosted by giving women the same access to productive resources as men. The Food and Agriculture Organization of the United Nations estimates that closing the gender gap in agricultural yields would reduce the number of undernourished people by 100-150 million, and could increase agricultural output in developing countries by between 2.5 and 4 percent (Food and Agriculture Organization of the United Nations, 2011). Moreover, there is a growing support base and studies from the development and research community advocating gender positive interventions for women, their families and their societies; for example, to improve women's health, wellbeing, autonomy and influence, as well as to enhance child education and welfare while contributing to economic growth.

¹ See annex 1 for a list of definitions of gender related terms and concepts, including gender equality, gender equity and gender sensitive.

² The Fairtrade system refers to Fairtrade International, national Fairtrade organizations, Fairtrade marketing organizations, producer networks and producer organizations, and FLOCERT.

³ In for example the following areas: social compliance and development, Premium projects, governance structures, improvements to economic opportunities and decision making for women.



There are three main arguments for addressing gender inequalities. The ‘justice’ argument recognizes gender equality as a valid objective in itself, following a rights-based approach. The ‘business’ argument equates gender equality with productivity and economic growth, creating a ‘smart economics’ angle which is gaining traction among global organizations like the World Bank (The World Bank, 2012; Kirk, 2012; Chan, 2011). A third argument is that addressing gender inequality is also important from a societal point of view in order to achieve wider objectives such as the Millennium Development Goals (MDGs) and their successors the Sustainable Development Goals (SDGs) (Apotheker, Pyburn and Laven, 2012).

However, despite a general consensus on the benefits of addressing gender inequality, ongoing interventions have not brought about the needed improvements and transformation, or reduced the burden of care on women to enable them to share the responsibilities of unpaid household work and effectively participate in life-changing economic activities. In addition, a considerable body of research looking at the links between economic development and the complex issue of women’s empowerment indicates that interventions have to go beyond merely increasing the economic opportunities available to women (Pathwaysofempowerment.org, 2006; What Works for Women: Proven approaches for empowering women smallholders and achieving food security, 2012; International Food Policy Research Institute (IFPRI), 2012).

FAIRTRADE AND GENDER

Export crops such as coffee, cocoa, tea, cotton, bananas, flowers and sugar constitute the vast majority of Fairtrade products.⁴ As with most export crops, production tends to be male dominated and even though women are often heavily involved in growing, harvesting and processing, their work is seldom fully recognized and rewarded. On export crop plantations women are often present in large numbers, but in lower paid, less regular and less secure work, due to widespread gender discrimination in recruitment, training and employment policies. As a result they tend to be less able and willing to join worker organizations – such as trade unions – which in turn tend to replicate gender biases.

In the case of smallholder production, women and girls often work as unpaid labourers on family farms and have little control over the income derived from export crop sales. They make up a large proportion of ‘hidden’ and family workers, and consequently are excluded from labour force data and/or services. Also, as women frequently do not own land titles, they may be unable to join producer organizations and access the services they provide, even when – because of male migrations or other causes – they have full responsibility for household production. When women do join farmer and worker organizations, they rarely occupy leadership positions, and their needs and voices are not heard. They also tend to have less access to government support, because of persistent biases in favour of male farmers.

THE CHALLENGE

According to Fairtrade’s sixth Monitoring and Evaluation Report (2014), women made up 25 percent of the smallholder farmers and workers involved directly in Fairtrade, either through being members of small farmer organizations, or by being employed directly by a plantation. This percentage was significantly higher on plantations (46 percent) compared to small farmer organizations (22 percent). However, these figures did not account for members’ female relatives who contributed to the production of commodities in small farmer organizations, and while they may not officially have been direct members of producer organizations, they were crucial to the production of Fairtrade products.

In terms of Fairtrade Premium use, the 2014 report found that in small producer organizations, close to zero percent was being reinvested in projects and programmes focusing exclusively on women’s needs,⁵ and in hired labour organizations it was only 1 percent. It should be noted, however, that this data did not include Premium investments in community, health and education projects that also addressed women’s needs, or other investments in business development, production and processing that may also have benefitted women as farmers. The report highlighted a need to better understand both the contribution, and the level of access, to benefits accruing to women in the Fairtrade system.

⁴ There are a small number of non-agricultural goods that can be certified as Fairtrade, e.g., soccer balls, gold.

⁵ For example: women’s income generation projects; training and development; women’s health.



Up to this point, gender analysis has not been systematically included in studies (internal and external) on the impact of Fairtrade, and so there is insufficient evidence to understand how Fairtrade is impacting on women and girls in comparison to men and boys. Several studies have shown that Fairtrade can and does bring positive benefits to women, for example by increasing their economic opportunities, including production of export crops;⁶ by enhancing their participation in producer organizations; and by investing in social infrastructure. However, there are also concerns that Fairtrade may not be challenging – or in some cases may even be reinforcing – gender imbalances where they are seen to exist.

Clearly, differences in status including wealth, age, and education, and a shifting socio-cultural context, mean such concerns may impact women in varying ways. It should also be recognized that such problems and gaps have different and complex causes. But in general these issues represent significant challenges to Fairtrade’s ability to achieve its overall goals.

GENERAL CONCERNS ABOUT GENDER IMPACTS OF FAIRTRADE (Smith, 2011) 7

Prevailing gender norms which underpin inequalities continue to present barriers to women’s participation in Fairtrade and in Fairtrade producer and worker organizations. Instances of sexual harassment and violence against women and girls are part of this pattern.

Fairtrade’s focus on export crops may automatically produce a bias in favour of men, as men frequently have more control over these crops.

Due to the effects of intra-household gender relations on distribution of resources, economic benefits from Fairtrade production may be captured by men, even where women play a significant role in production.

Production for Fairtrade markets and the requirements of Fairtrade certification may increase the workload of women, adding to their already high work burden.

Women are often excluded from, or marginalized within, producer organizations, rarely being found in leadership or management positions, thus reinforcing existing gender disparities.

There is a lack of explicit gender policies and implementation strategies among Fairtrade institutions and producer organizations, so that the structural barriers to women membership and participation remain unchallenged.

⁶ Women tend to grow food for consumption first and then sell excess on the local market rather than producing export crops. Fairtrade can make it easier for women to get into export production in their own right, thus bringing in a new source of income – this has occurred in the Windward Islands and in Nicaragua (Momsen, 2010; Momsen, pers.comm., 26 April 2012)

⁷ This review analysed the current body of evidence on Fairtrade impacts from a gender perspective.



THE OPPORTUNITY

There are some promising developments with several small producer organizations acting on concerns for gender equality. There are many examples where Fairtrade Premium projects are directly benefiting women, enabling changes to decision making and governance structures in certified producer organizations, and improving economic opportunities. In addition, pioneering work has taken place in Central America, in particular in El Salvador, Nicaragua, Honduras and Guatemala, where external funding has helped producer organizations to analyse collectively and in a participatory manner what gender equality means in practice for their organizations. A significant number of organizations in all four countries have undertaken baseline analyses and a range of actions, including: revision of by-laws of the organizations;⁸ development of gender strategies; establishment of funds to buy land for women; formulation of action plans; and mainstreaming of these activities into the overall monitoring and evaluation system of producer organizations (FLO Centroamerica, IMC and Irish Aid 2009).

In Kenya, attitudinal changes have also been witnessed, with men deciding to allocate coffee bushes to women, resulting in the establishment of women coffee cooperatives. Producer support initiatives in East Africa have also resulted in the development of Gender Policy Guidelines for producer organizations in Kenya, Tanzania, Uganda and Rwanda. While celebrating these achievements, there must also be effective monitoring to ensure they do not lead to an increase in the burden of work on women, or to a backlash against them.

Finally, as revealed by the 2011 Globescan survey⁹, women as consumers tend to be more aware and active in ethical shopping, and therefore play an important role in advancing the sustainability agenda (Globescan, 2011). Compared to men, women are more likely to be buyers of Fairtrade products, and woman-to-woman connections could add a competitive advantage to Fairtrade's positioning in the ethical market.

A systematic and effective approach to taking into consideration gender issues is long overdue in the Fairtrade system. The external environment – including donors and the business community – is focusing its attention on gender inequality, which could facilitate access to external resources to finance this work. Internally, there are a significant number of positive experiences from producer organizations from which Fairtrade could learn, and apply more widely. More importantly, strengthening the work in this area is an opportunity to significantly increase Fairtrade's impact on the ground.

⁸ For example, revising land ownership requirements as pre-requisite to become members of the organization and developing a gender responsive set of laws.

⁹ 17,405 consumers, across 24 countries (national Fairtrade organizations and producer markets) were surveyed between 23 February and 24 June 2011. In total, 9,624 females completed the survey (unweighted). Data was weighted to reflect the natural distribution of males/females by country.

OUR APPROACH

Research, and the realities of day-to-day lives, show that worldwide norms, structures, and behaviours are gendered. This affects whether and how women, men, boys and girls participate in private and public life, hold power in different fields and levels, and enjoy the benefits of social and economic development.

The term gender refers to men and women, their place in society and their mutual 'power' relations, in which women are often in subordinate positions. Evidence shows that women across the world are disproportionately affected by poverty due to the fact that they are often disadvantaged, marginalized, excluded, discriminated against, denied opportunities, and often experience different forms of violation. This has clear manifestations in the contrast between the considerable and growing roles of women and girls in agriculture worldwide and the gender gaps in accessing assets and in productivity, work responsibilities, decision making, and the overall benefits producers derive from their efforts in producing and marketing agricultural commodities.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

The Fairtrade approach will seek to tackle these unequal power relations in order to promote gender equality and women's empowerment.

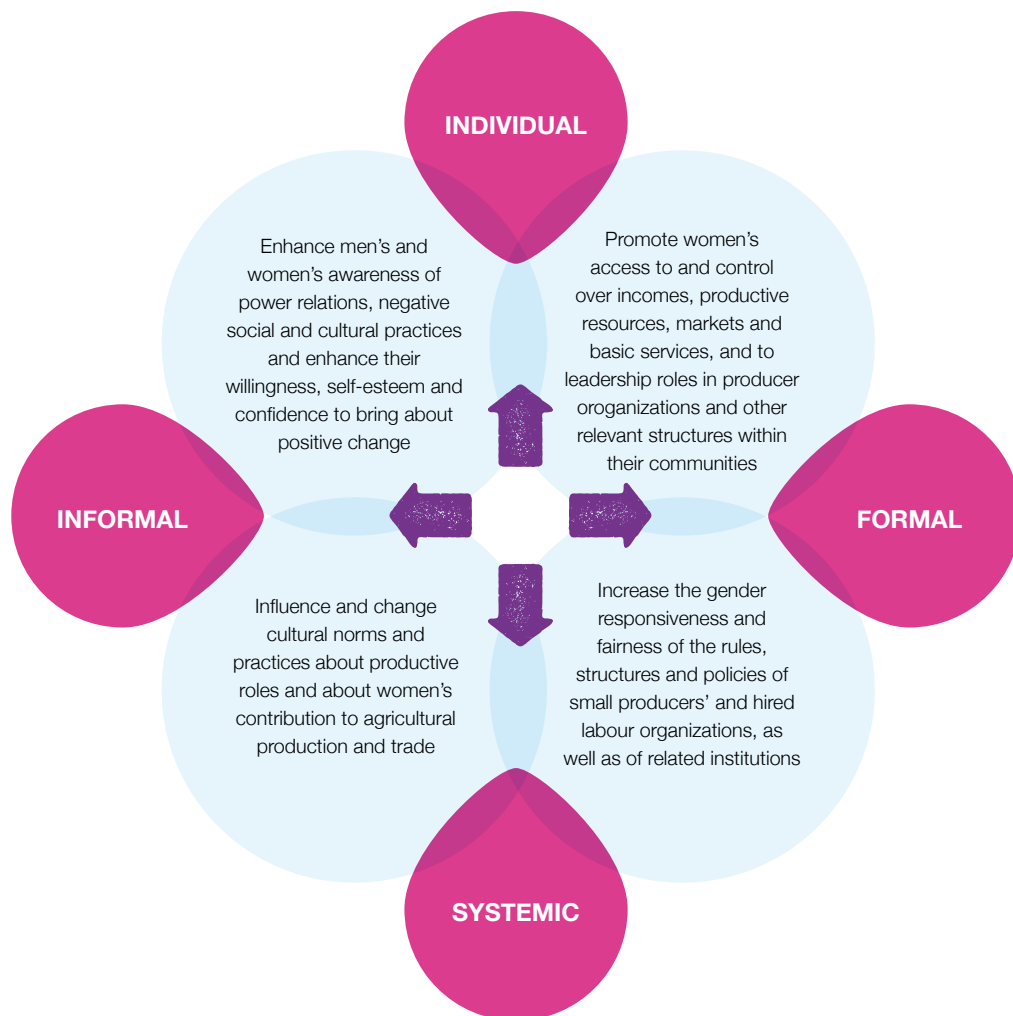
Gender equality refers to the concept that all human beings, men and women and boys and girls, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. It does not mean that women and men and girls and boys have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female.

Empowerment is the process of enhancing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes (Fairtrade Theory of Change, 2015, p.5). Central to this process are actions which both build individual and collective assets, and improve the efficiency and fairness of the organizational context which governs the use of these assets. It implies women and men and girls and boys setting their own agendas, gaining skills, and increasing self-reliance. It is a process and an outcome. Women's empowerment implies an expansion in women's ability to make strategic life choices in a context where this ability was previously denied to them.

This approach to supporting gender equality and women's empowerment will be guided by the Fairtrade Theory of Change. This seeks justice and fairness through exercising rights and freedoms, empowerment through strengthening assets and capabilities of the most marginalized farmers and workers, and the attainment of sustainable livelihoods through building resilient agro-based trade systems and societies. The approach is also aligned to the Fairtrade Strategic



Framework 2016-2020 which seeks to demonstrate how markets can bring transformative change and become empowering if they are based on justice, equity and sustainability. This approach – embodied in the strategy, objectives and strategic activities contained in this document – adopts the Gender at Work framework and reflects the recommendations of the 2015 Equal Harvest Report in aiming to bring about changes in the following spheres (Rao and Kelleher, 2005; Fairtrade Foundation, 2015):



The changes sought are individual and collective, formal and informal. They are in alignment with the spheres in which Fairtrade seeks changes according to our Theory of Change (see next page), as the individuals concerned are male and female small producers and workers as well as consumers. Also, the main organizations in question are small producers' and workers' organizations, supply chain businesses and civil society bodies, as well as those that form more directly the Fairtrade system.

» LINKING FAIRTRADE'S VISION, GOALS AND APPROACH



UNINTENDED IMPACTS

INCREASING INFLUENCE OF CONTEXTUAL FACTORS | DECREASING INFLUENCE OF FAIRTRADE



Gender equality and empowerment initiatives inspired by this approach, and developed and implemented through Fairtrade at different levels according to this strategy, will especially target and include both men and young people in order to support marginalized women producers and workers collectively and individually. This will be achieved by strengthening their:

- Human capital. For example, production knowledge and skills, leadership skills, confidence, influencing and advocacy skills, business skills.
- Social capital. For example, networks, alliances, partnerships and mentorship programmes.
- Financial capital. For example, diversified financial base, access to loans, own savings.
- Physical capital. For example, land, productive tools, individual assets, community assets.

While this approach focuses mostly on changes in attitudes, practices, and policies in the areas most directly related to agriculture production and trade and to the economy more generally, it also necessitates broader sets of transformations in political and social life. Therefore the approach is transformative.

There may be many definitions of transformative gender approaches, but they all share the understanding of the need to go beyond women's participation in various activities and institutions. They challenge the deeper gender norms and structures, and aim to permanently and profoundly rebalance unequal power distribution between persons of different genders. Here it is understood also in the sense that it actively promotes a redefinition of power relations between men and women within the Fairtrade system and its related organizations.

All tools employed in the operation of the Fairtrade system – for example for the revision of the principles or requirements for standards, for regulations pertaining to the Fairtrade Premium, or for monitoring, evaluation and learning purposes – will need to become gender sensitive, in the sense of recognizing gender differences and addressing existing gender disparities or gaps. This applies to tools and practices that are said to be gender neutral; that is, those appearing not to reinforce gender inequalities while doing so in hidden and subtle ways. An example is that of the use of non-inclusive language considered gender neutral but often given implicitly a male connotation and identity (such as 'farmer' or 'producer').

BEYOND WOMEN PRODUCERS FOR A DYNAMIC AND CONTEXTUAL APPROACH

Beyond the focus on marginalized women agricultural producers, this approach has additional characteristics which considerably expand its scope, relevance and flexibility. The approach attributes an important role to men in facilitating the fair and sustained inclusion and participation of women in producer organizations and within the Fairtrade system, and in being part of and supporting the more far reaching changes promoted by this strategy. At a base level, this is



necessary to avoid possible negative reactions to initiatives that promote women's participation and empowerment.

This approach also recognizes that gender is one of several variables that determine power relations and social inequalities which result from an intricate web of contextual factors such as race, class, religious or ethnic identity, and disability. In promoting the rights of small-scale farmers and workers, and improving the conditions under which they produce and trade, it is important to understand how all these factors combine with gender to determine (or not) a fair distribution of responsibilities and benefits, including within producer organizations.

In addition, social issues encompassed in agricultural value chains differ according to region, country and local context and they continue to evolve and become more complex, increasing the likelihood of human rights violations. The Fairtrade Theory of Change explicitly acknowledges that the nature of its strategies and activities must differ and evolve over time, in line with different experiences and a changing environment (Fairtrade Theory of Change, 2015, p.4.) The Theory of Change also acknowledges that in many cases Fairtrade may contribute towards change for small-scale farmers and workers, rather than being the sole determinant of change (Fairtrade Theory of Change, 2015, p.11). These considerations must continuously inform the approach to gender equality and women's empowerment taken in this strategy, so that it remains dynamic and open to adaptations and innovations. This will lead to the identification of different pathways to change, and best strategies to enact them according to different regional, country and local contexts (for example, those undertaken by producer organizations, but also internally to producer networks and national Fairtrade organizations).

Finally, such considerations will shape the way the approach and strategy will apply to the whole of Fairtrade International. It will encourage joint analyses and other collaborations among Fairtrade work streams responsible for Gender, Workers' Rights and Trade Union Relations, Social Compliance and Development, Child Labour, Climate Change, and Small Producer Organization development, to generate the synergies necessary to reduce violation and discrimination of the most vulnerable, and to support their rights.

Needless to say, the approach, objectives and activities of the strategy also apply to the Global Product Management unit, and especially the Standards and Pricing Unit, the Monitoring, Evaluation and Learning unit, the Global Planning and Support unit, the Global Resources unit, the Human Resources and Legal unit, and the Brand and Communications, Strategic Relations and Partnerships unit. While exact pathways of change may vary given different geographical and institutional contexts, capacities, and responsibilities, a commitment to the values and practices of gender equality and women's empowerment must remain foundational, explicit and concrete in all Fairtrade settings and interventions (Fairtrade Theory of Change, 2015, p.21).

VISION, GOAL & SCOPE

VISION

Our vision is a world in which trade provides women and men, small producers and workers, opportunities for secure, sustainable and high quality livelihoods, and in which both women and men and the members of their communities (boys, girls, youth, and elderly people) are able to access their rights, fulfil their potential and decide on their futures.

GOAL

The goal of the Fairtrade Gender Strategy is to increase gender equality and empowerment of women and girls through systematic mainstreaming of gender throughout Fairtrade operations, from standards to producer initiatives, business partnerships, awareness-raising and advocacy.

By 2020, Fairtrade's Gender Strategy aims to have:

- Significantly increased women's active and equal participation in Fairtrade certified smallholder and hired labour organizations
- Empowered more women and girls with opportunities to access equitably the benefits of Fairtrade
- Addressed systemic issues that hamper the realization of greater gender equality in Fairtrade supply chains

SCOPE

Gender equality and women's empowerment will be promoted through work at all levels, and through a bottom-up and context driven approach. However, in accordance with the fundamental purpose of Fairtrade, most resources will be put into supporting gender equality and women's empowerment at the producer organization level. It is understood that gender equality and women's empowerment will include, at all appropriate levels, a focus on girls as well as boys.

SPECIFIC OBJECTIVES

CAPACITY STRENGTHENING OBJECTIVES

1. Promote and strengthen gender equality and women's empowerment awareness and skills of key staff in Fairtrade International's units, national Fairtrade organizations, and producer networks

Understanding the purpose and benefits of gender mainstreaming, deepening commitment, and acquiring necessary skills are essential to achieving the overall goal of this strategy. Opening these opportunities to all staff in the Fairtrade system will require a systematic approach in order to achieve the vision of gender mainstreaming.

2. Strengthen the capacity of producer networks and producer organizations to develop and implement gender policies and programmes at a local, regional or national level

A fundamental aspect of this strategy is the need for the producer networks to drive the processes associated with this strategy, working closely with certified producer organizations. For this reason this objective aims to strengthen the producer networks so they can effectively enable a grass-roots process of understanding key gender constraints in Fairtrade value chains, so enhancing gender awareness and building capacity on gender equality and women's empowerment among producer organizations' membership. Given the different capabilities and reach of the producer networks, and the need for this strategy to be context driven, different regional approaches will be pursued.

3. Create greater awareness and understanding of gender equality and women's empowerment in Fairtrade, as part of Fairtrade's advocacy and campaigning for trade justice

Fairtrade will critically engage internal and external stakeholders with the gender strategy and its implementation plan. An advocacy plan specific to Fairtrade gender mainstreaming work will be developed. Fairtrade tools to implement the advocacy strategy will include focused, global, public, and business-facing campaigns, and internal campaigns to galvanize progressive actions on gender mainstreaming.



GROWTH AND SUSTAINABILITY OBJECTIVES

1. Develop market and business engagement opportunities and implement initiatives aimed at enhancing the empowerment of women and girls in value chains

It is fundamental that gender is integrated into existing and future initiatives that connect producers and markets. For this reason, it is important that the business case for increasing gender equality and the empowerment of women and girls is understood and actively promoted across Fairtrade. This will help embed gender equality into Fairtrade's expansion of its business services portfolio, while ensuring that any new programme and service is connected to, and informed by, producer organization needs and priorities.

2. Establish and strengthen Fairtrade networks and alliances for enhanced gender equality and women's empowerment within Fairtrade

Producer networks will initiate mapping and development of initiatives with local, regional and global partners with context-specific expertise and motivation to tackle gender injustices in trade. As part of the fair trade movement Fairtrade will strengthen involvement in collecting evidence at a local and regional level which will be critical for leveraging and influencing local and global structural and policy changes to benefit the most marginalized farmers, of which women form a large proportion.

3. Improve ways to demonstrate the impact of gendered interventions in the different regions (Latin America and the Caribbean, Asia and the Pacific, Africa) for increased sustainability

There is a clear need to better monitor and learn from the gender-related impacts of Fairtrade in different contexts. This objective aims to fill this gap as well as to explore particular issues, that could be bottlenecks, to further advance a gender equality agenda. An important dimension of this will be to integrate gender more fully into Fairtrade's monitoring, evaluation and learning systems, including communications activities.



STRATEGIC ACTIONS FOR 2016-2020

CAPACITY STRENGTHENING

OBJECTIVE	STRATEGIC ACTIVITIES	EXPECTED RESULTS BY 2020	RESPONSIBLE ACTORS
<p>1 Promote and strengthen gender equality and women's empowerment awareness and skills of key staff in Fairtrade International's units, NFOs, and PNs</p>	<p>1.1 Develop gender induction and guidance tools for Fairtrade staff and conduct gender sensitization and awareness trainings</p> <p>1.2 Roll out the Fairtrade Gender Strategy 2016-2020 and other relevant material</p> <p>1.3 Review Fairtrade's processes and procedures for standards, certification and audits to enable inclusion of gender as appropriate</p>	<p>1.1 Skills and commitment of field staff to promote gender equality measures at PO level are increased</p> <p>1.2 Staff and managers across Fairtrade are familiar with the Gender Strategy and align with it</p>	<p>FI, GOT, FLOCERT PNs, NFOs, FI's Leadership Team, Chairs of Boards, GAL group</p>
<p>2 Strengthen the capacity of PNs and POs to develop and implement gender policies and programmes at a local, regional and national level</p>	<p>2.1 Complete an updated audit of the existing skill base of PNs and, where relevant, supervisory, managerial and director level in relation to gender mainstreaming and women's rights</p> <p>2.2 Review, adapt and replicate gender modules and tools within PNs and develop new tools where appropriate</p>	<p>2.1 Formal skills audits carried out, documented and used as a reference for planning implementation of agreed steps</p> <p>2.2 Training modules developed and delivered via most appropriate methodology in each PN region</p>	<p>FI, PNs, external support organizations</p>
<p>3 Create greater awareness and understanding of gender equality and women's empowerment in Fairtrade and as part of Fairtrade's advocacy and campaigning for trade justice</p>	<p>3.1 Develop a communication plan for the Gender Strategy</p> <p>3.2 Develop an advocacy plan for Fairtrade's gender work</p> <p>3.3 Put in place an internal Gender Action and Learning group, and establish parameters for hosting an annual Fairtrade Gender Forum.</p>	<p>3.1 The communication plan for the Gender Strategy has been implemented</p> <p>3.2 An advocacy plan has been operationalized</p> <p>3.3 The Gender Action and Learning group is established and active on the basis of agreed terms of reference</p>	<p>FTAO, communications staff, SGA, FI, PNs, NFOs</p>



GROWTH AND SUSTAINABILITY

OBJECTIVE	STRATEGIC ACTIVITIES	EXPECTED RESULTS BY 2020	RESPONSIBLE ACTORS
1 Develop market and business engagement opportunities and implement initiatives aimed at enhancing the empowerment of women and girls in value chains	1.1 Identify, develop and deliver tools, training and resources for Fairtrade units and staff with market-facing responsibilities 1.2 Conduct relevant gendered market analyses and build knowledge of successes and challenges of women in value chains, and of existing market initiatives by women 1.3 Develop focused global public/business-facing campaigns and initiatives that connect producers and markets 1.4 Establish a Gender Innovation Fund and Award Scheme to promote good practices among POs, businesses and traders, with the support of the private sector	1.1 Growth in women-led enterprises (producers, traders) in the Fairtrade system 1.2 Business case for gender equality and empowerment of women and girls is understood and promoted across the Fairtrade system 1.3 A greater number of Fairtrade commercial partners champion gender equity in their own supply chains 1.4 A growing Gender Innovation Fund is in place and it is supported by internal and external stakeholders. Fairtrade Awards take into consideration gender equality	1.1 FI, PNs, NFOs and FMOs 1.2 FI, PNs, NFOs and FMOs 1.3 GAL group, communications staff, NFOs and PNs 1.4 SRP team, Commercial Relations leads

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<p>2 Establish and strengthen Fairtrade networks and alliances for enhanced gender equality and women's empowerment within Fairtrade</p>	<p>2.1 Map funding opportunities for the establishment and strengthening of networks and alliances dedicated to gender equality in markets and in fair trade</p> <p>2.2 Map and develop initiatives with local/global partners with context-specific expertise on gender equality and women's empowerment, and on advocacy</p> <p>2.3 Identify best practices outside the system and create partnerships with related gender experts and organizations in each region</p>	<p>2.1 Funding opportunities at the global and regional level are identified and accessed</p> <p>2.2 PNs/POs draw on support of local/global organizations with gender expertise</p> <p>2.3 Fairtrade Annual Gender Forum links to gender experts and organizations</p>	<p>2.1 PNs, FI, NFOs' partnerships and fundraising staff</p> <p>2.2 NFOs, FI, PNs, POs, CSOs</p> <p>2.3 SGA, GAL group</p>
<p>3 Improve ways to demonstrate the impact of gendered interventions in the different regions (managed by CLAC, NAPP, FTA) for increased sustainability</p>	<p>3.1 Develop guidelines to carry out gender assessments in all regions for selected value chains</p> <p>3.2 Develop gender monitoring framework with qualitative/quantitative, short/long-term indicators</p> <p>3.3 Disseminate the Gender Considerations in the Fairtrade programmatic approach guidelines</p> <p>3.4 Review internal and external communications to reflect commitment to gender equality</p>	<p>3.1 Gender assessments are carried out in each region using the agreed guidelines</p> <p>3.2 MEL system includes gender indicators</p> <p>3.3 Guidelines on Gender Considerations in the Fairtrade programmatic approach are known and systematically employed</p> <p>3.4 All communications are gender sensitive</p>	<p>3.1 FI's MEL team (coordination), PNs (implementation)</p> <p>3.2 MEL working group, GAL group</p> <p>3.3 SGA, FI's Leadership Team, GOT</p> <p>3.4 FI, PNs, NFOs and FMOs</p>

IMPLEMENTATION

RESOURCING OUR ACTIONS

Gender work within the Fairtrade system will be funded through a combination of internal resources and external donor finances. The activities of this strategy will be costed and spread over a period of five years so as to provide indications of the amount of resources to be raised externally and secured internally. Where resources will be secured internally it will be important to understand from the different Fairtrade units what they will commit to fund in relation to gender mainstreaming. An internal commitment to funding gender-related work is likely to generate quick results that will further generate external interest and funding opportunities. Deliberate actions will be made to place full-time gender staff in all producer networks. Proposals will seek to prioritize the engagement of full-time gender staff to drive the implementation of strategic actions on the ground. Training and capacity building with national Fairtrade organizations may also require some strategic investment, in order to increase capacity in markets for development of funding, business engagement and advocacy proposals in partnership with Fairtrade International staff and producer networks.

The Fairtrade Gender Action and Learning group (GAL group) will take the lead in developing concepts and models that will be used to produce funding proposals for the identified strategic actions.

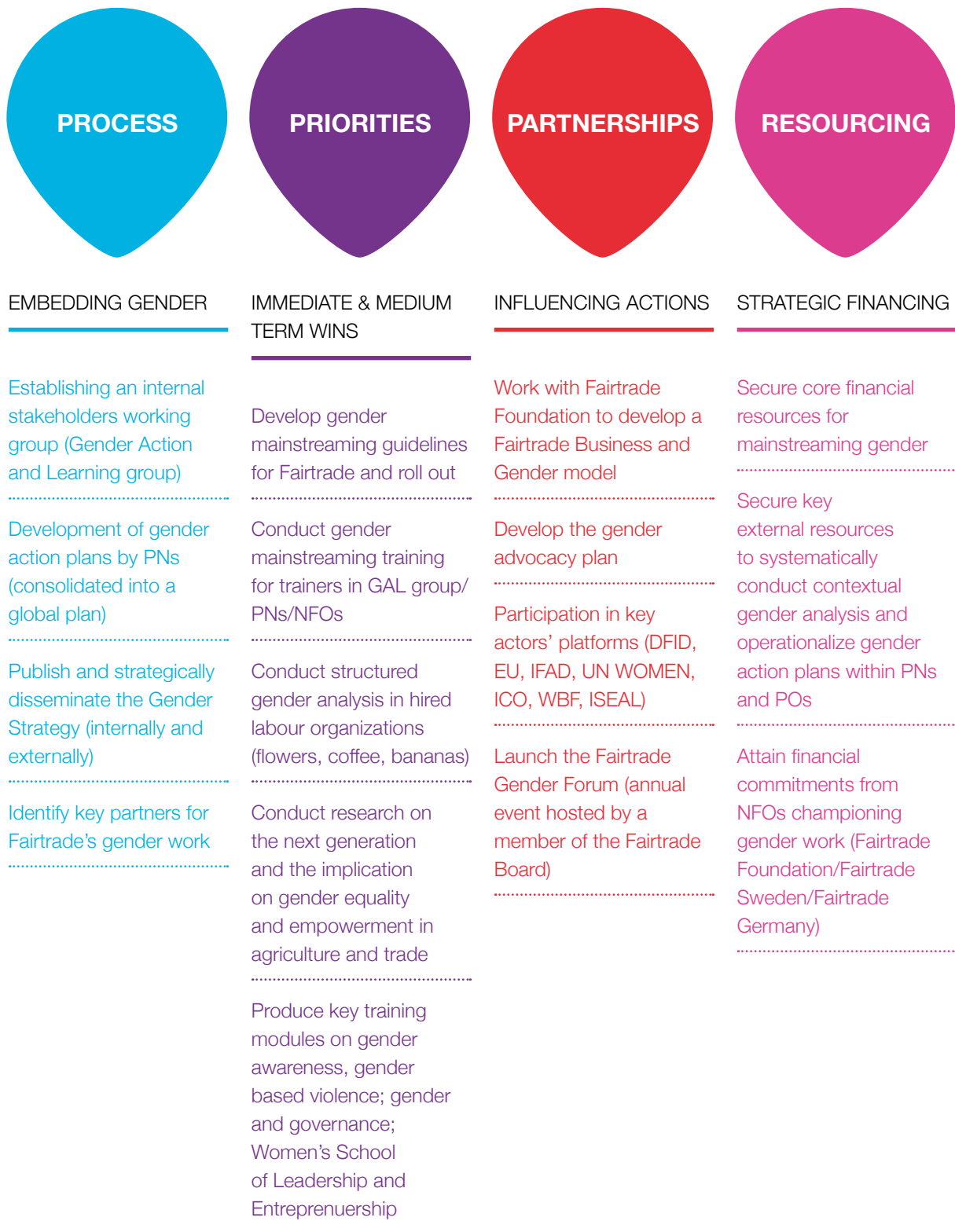
MONITORING ACTIONS AND IMPACT

Monitoring of gender mainstreaming work in Fairtrade will be guided by a set of predesigned indicators that will be monitored and measured during the strategy implementation period, according to the Fairtrade Theory of Change. These indicators will enable standardized monitoring data to be captured, agreeing on the change paths for gender and allowing Fairtrade to be systematic about the data that is collected relating to gender across the system.

TIMEFRAME

The Gender Strategy will be implemented during a five-year period starting January 2016 and ending December 2020. A more detailed action plan, with agreed outputs and indicators for each year of the strategy, will be developed by consolidating annual gender plans for the producer networks and this will be monitored by Fairtrade's Gender Action and Learning group (GAL group). The strategy will be reviewed mid-term to understand progress in implementation, draw key learning, and assess challenges. Adjustments will be made where necessary to allow for increased effectiveness in the operationalization and implementation of the strategy, and incorporate learning from ongoing monitoring and evaluation.

OPERATIONALIZING THE STRATEGY:



GENDER MAINSTREAMING RISK MATRIX

STRATEGIC OBJECTIVE	RISK ELEMENTS RELATED TO THE OBJECTIVE	RISK RATING 1 [LOW] – 5 [HIGH]
Promote and strengthen gender equality and women's empowerment awareness and skills of key staff in Fairtrade International's units, NFOs, and PNs	• Weak incentives to integrate gender considerations into processes and procedures	2
	• Limited relevance of training modules and other support	4
Strengthen the capacity of PNs and POs to develop and implement gender policies and programs at a local, regional or national level	• No gender focal point persons for capacity building at PN level	5
	• Lack of resources to roll out training at PN level	5
	• Weak linkages between PNs and POs	4
	• Weak motivation on gender at PN level	2
Create greater awareness and understanding of gender equality and women's empowerment in Fairtrade and as part of Fairtrade's advocacy and campaigning for trade justice	• Lack of an advocacy plan	4
	• Lack of specific internal and external campaigns and strategies	4
Develop market and business engagement opportunities and implement initiatives aimed at enhancing the empowerment of women and girls in value chains	• Unclear or weak business case on gender	5
	• Low buy-in by market facing Fairtrade units	5
	• Poor communication on the elements of Fairtrade gender mainstreaming approach	5
	• Poor resourcing of initiatives	5
Establish and strengthen Fairtrade networks and alliances pushing for enhanced gender equality and women's empowerment within Fairtrade	• Unclear partnership approaches on gender	2
	• Unclear value added of different categories and types of partnerships	2
Improve ways to demonstrate the impact of gendered interventions in the different regions (Latin America and the Caribbean, Asia and the Pacific, Africa) for increased sustainability	• Weak gender indicators	3
	• Weak monitoring systems and reporting of outcomes	3
	• Gender-blind language in communications	4

ANNEX: GLOSSARY OF KEY GENDER TERMS

The following terms are often associated with gender mainstreaming, and have been adapted from a number of different sources (UN Women, 2015; European Commission, 2009; Info.worldbank.org, 2016):

Gender: Refers to the socially ascribed characteristics and opportunities associated with being a man or a woman, and the relationships between them. In contrast, sex refers to the physical characteristics and differences between males and females as determined by biology.

Gender balance: The equal presence of women and men, and active participation in decision-making.

Gender blind: Activities, strategies, policies or communications that fail to recognize that gender is a determinant of social relations, impacting on projects and policies.

Gender equality: The concept that all human beings, men and women and boys and girls, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices.

Gender equity: Fairness in the distribution of responsibilities and benefits between women and men; this may require temporary positive measures to compensate for the persistent disadvantages women experience.

Gender mainstreaming: Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.

Gender neutral: An action or situation that has no differential positive or negative impact for gender relations or equality between women and men. Assumptions that an issue or situation is gender neutral should never be made: gender analysis is the type of research used to reveal and understand gender differences and issues.

Gender neutral (or inclusive) language: Language that avoids masculine words (e.g. in English: chairman; he, his etc.) to refer to both men and women. There are many debates on how to solve the dominance of masculine language: the use of neutral terms ('they' instead of 'he' or 'she'), for example. Gender neutral language must not obliterate the presence and realities of men and women in certain social categories. For example, it is good practice to refer to 'women and men farmers' or 'women and men traders', as a reminder that both are present in such categories.

Gender sensitivity: The demonstrated ability to take into account gender issues in development strategies and actions.

Sex discrimination: Any exclusion or restriction made on the basis of gender that prevents a person from enjoying full human rights. It can be direct, when a person is treated less favourably because of his/her sex; or indirect when a law or practice looks neutral but has a negative effect either on a man or woman.

Standalone gender work: Targeted policies and programs that address gender specific problems, including any form of disadvantage or discrimination experienced by women.

Twin Track approach: A combination of gender mainstreaming and standalone work.

Women's empowerment: Empowerment is the process of enhancing the capacity of individuals or groups to make choices and to transform them into actions and outcomes. Women's empowerment implies an expansion in women's ability to make strategic life choices in a context where this ability was denied to them.

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FAIRTRADE
INTERNATIONAL

Fairtrade International

Bonner Talweg 177 53129 Bonn Germany

Tel +49 (0) 228 949 23 230 Fax +49 (0) 228 242 1713 www.fairtrade.net

Credits

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